

Products...Target...Transition Plan

Table of contents

1 Transition Plan.....	2
1.1 Target Architecture Phases.....	2
1.2 Near-Term Phase Results.....	3
1.3 Mid-Term Phase Results.....	4
1.4 Long-Term Phase Results.....	5
1.5 EA Transition Activities.....	6
1.6 Transition Activity Matrix.....	7
1.7 Transition Plan Change Management.....	18
1.8 Project Descriptions.....	18

1. Transition Plan

The One-VA Target Architecture is a business driven vision that is intended to describe the future state of VA's business processes, and VA's application of technology to meet business objectives and service objectives to veterans. It is focused at a five to seven year planning horizon.

This One-VA Target Architecture Transition Plan identifies the activities required, along with their necessary sequence of execution, to achieve the Target Architecture end state, as defined within the preceding "Target Architecture Strategy - Vision" section.

1.1. Target Architecture Phases

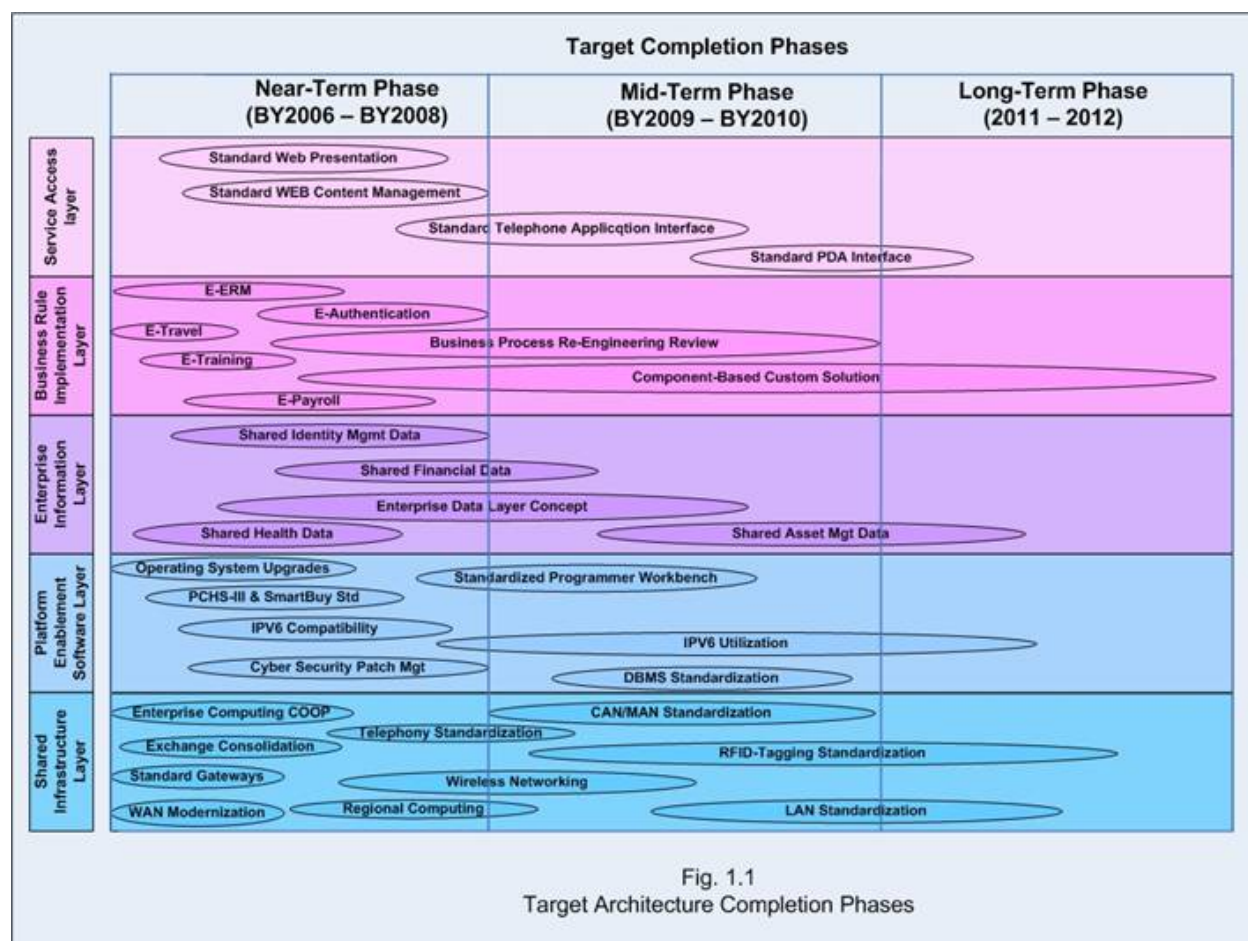
The previous *Target Architecture Strategy* section established that the IT target end-state would be achieved by conceiving, developing, and implementing IT investments that provide the capabilities and features identified in the end-state.

This Target Transition Plan recognizes that some parts of the target end-state are closer to completion than other parts. The transition plan allows more mature initiatives to be described in more detail than less developed initiatives; it allows the newest initiatives to be in the concept/discovery state while more established initiatives are completing implementation.

Conceptually this is described in Fig 1.1 "Target Architecture Completion Phases", below. The figure illustrates three phases within the Target Transition Plan that are used to manage completion of these initiatives, the intervals are:

- **Near-Term Phase** (BY2006-BY2008): The IT investments identified within this interval have approved budgets, and in many cases, are well along in their development;
- **Mid-Term Phase** (BY2009-BY2010): The IT investments identified for completion within this interval, have approved budgets in some cases, and are developing requirements or identifying solutions but may not be in full scale development;
- **Long-Term Phase** (BY2011-BY2012): The IT initiatives in this interval are most often in the information gathering and concept development stage; many of these initiatives still require socialization across the Department.

The transition strategy will vary on an initiative-by-initiative basis depending upon the level of acceptance and the stage of development that an initiative has achieved.



1.2. Near-Term Phase Results

The Near-Term Phase will produce substantial standardization in enterprise-level shared infrastructure and will begin the processes of developing standardizing regional and local computing and network infrastructure, as well. For example:

- The Telecommunications Modernization Program (TMP) has recently completed installation and centralized management of the VA WAN backbone, and is currently standardizing and reducing the number of external network gateways, firewalls and DMZs;
- Plans are being developed to upgrade VA's IP network to support the IPV6 (in addition to the IPV4 protocol) by 2008;
- The Exchange server Consolidation program is in the process of reducing the number of Microsoft-Exchange e-Mail servers from 127 to 24 as well as reducing the number of

exchange management sites to 23 (this number of server facilities will eventually be reduced to 6). This program has also standardized e-mail addresses across VA;

- A new program is underway which will establish up to 23 standardized regional computing centers around the nation. These facilities will facilitate the more efficient and cost effective deployment of system administrator and database administration resources, and will simplify security and network operation functions.

In the near term, VA will complete standardization of COTS software acquisition under the GSA SmartBuy program and under the PCHS-III commodity purchase contract. VA will complete configuration management of COTS software maintenance and security patch management.

The near-term phase will also introduce the Enterprise Data Layer (EDL) concept, which involves establishing sharable data stores for all VA business data as well as standard application interface specifications, which will be used by various business line systems to access this data. The Enterprise Data Layer concept, currently being socialized by the Chief Architect, will emerge at the end of the near-term phase as a fully adopted concept. Currently:

- The Registration/Eligibility program is being transformed into a comprehensive identity management program. This program will centralize the collection and management of person identity, demographic, service history and family data into a common data store and will provide standard VA-wide data collection processes to support it;
- A new program is being established to remediate VA's legacy benefit applications to utilize this identity management data store;
- A new Financial management initiative is being established which will provide a comparable enterprise repository for financial, logistics and budget data;

The Near-Term Phase is also establishing the consistent use of PMA e-Gov and LOB solutions for routine business requirements that are common across Federal Departments and Agencies. These include:

- E-Travel has been recently implemented within the current budget cycle;
- E-Training has also been recently implemented;
- E-Payroll is being implemented within VA's Payroll Replacement Initiative;
- E-Electronic Records Management is currently in planning;
- E-Authentication is also under evaluation.

By the end of this near-term phase, most of VA's IT infrastructure improvements will be defined and in place, for the remainder of the decade. The pattern for development, access, and governance of the Enterprise Data Layer will be established, and the use of PMA e-gov and LOB solutions as well as shared component based solutions will be institutionalized.

1.3. Mid-Term Phase Results

In the Mid-Term Phase, infrastructure standardization will be expanded to include:

- Campus-Area network and metropolitan-Area network design and deployment. This is necessary to assure end-to-end quality of service from enterprise and regional data centers to end-user work areas, and to permit VPN control of traffic under contingency operations.
- Telephony standardization will be complete and may introduce Voice over IP (VoIP) as an enterprise communications standard;
- RFID-Tagging (which is currently in use in the Smart-Prescription Program) will be investigated further and may be adopted for asset management and control as well as for ageing perishable inventories;

The Mid-Term phase will complete the implementation of the Enterprise Data Layer (EDL) concept, which involves establishing sharable data stores for all VA business data as well as standard-application interface specifications. By Mid-Term, socialization of the concept will be complete and sharable data stores will be established for four of the five major information domains identified with this initiative.

During the later Near-Term and Mid-Term intervals, VA will perform a Business Process Engineering Review for all Business Lines in conjunction with a review of all legacy business applications. As areas are reviewed, projects will be proposed as necessary to reengineer business processes and to alter or retire applications as necessitated by the results of the study.

By the end of the Mid-Term, VA will have established a standardized application development workbench and application development methodology - this may occur with minor variations within several segment architectures. VA will also begin to utilize some of the additional capabilities available with IPV6.

1.4. Long-Term Phase Results

The end of the Long-Term Phase (by BY2012) will complete the current target architecture vision.

- All aspects of the VA WAN, MAN, CAN and LAN network facilities should be standardized across the enterprise, and all local and central network management should be integrated through the Network Operations Center and the Security Operations Center;
- Exchange server consolidation should be complete with no more than six Exchange server support facilities distributed across the national network;
- All regional processing centers should be operational and should have subsumed all functions designated for their support;
- An integrated COOP and Disaster Recovery program will be operational across all enterprise and regional processing centers;
- A unified voice transmission (telephony) policy will be implemented and centrally managed across VA;

- The usage of wireless networking and RFID-tagging should be regulated by well-defined enterprise level standards.

All Platform Enablement Software (Server Operating System Software, Network Operating System Software, Database Management Software, etc.) will be managed under a centralized configuration management system.

- Application of software upgrades and security patches will be centrally coordinated and server software content will be monitored by auto-discovery servers capable of comparing actual server content with software profiles maintained within the configuration management system;
- Some level of extended application functionality should be deployed which exploits the capabilities of IPV6 extended addressing.
- Programmer workbench standards and SDLC methodology will be in place across the enterprise.

The Enterprise Data Layer (EDL) will be completely deployed. The EDL will support shared data stores for Identity information management, financial and logistics information management, health care information management, and capital asset and facility information management. The EDL will provide standard interfaces for business line applications to access and update this information. The EDL will also manage the acquisition of veteran registration and military history information and will assure that the veteran accomplishes these activities without repetitive data submission.

By this time, all business lines will have been surveyed for business process re-engineering activities. Wherever process re-engineering is recommended projects will be identified, some of these re-engineering efforts will be complete or underway. All redundant business applications will be identified and many will be replaced by PMA solutions or by custom-developed, component-based solutions. Standard systems will be developed and deployed, by this time, for Financial and Logistics Management and for Veteran Registration functions.

Within the Service Access Layer, Standard technologies will be available for telephone and PDA access to veteran servicing applications. User Authentication and Application Access will be provided by a standard enterprise-wide application, and static web content will be managed by a centralized web-content management system.

1.5. EA Transition Activities

In general, the EA program will facilitate each transition phase and each investment as is appropriate for the level of the initiatives development. The principal techniques include:

- Concept socialization activities, through conferences, briefings, panels and training sessions, will be employed to enlist support for major new concepts such as the creation of an

enterprise data layer. These activities are developed, in detail, within the EA communications plan;

- Business requirements analysis and brainstorming within stakeholder working groups to identify and articulate appropriate directions for new investment;
- New technology investigation and technology infusion through technical working groups and with industry leadership organizations to identify appropriate new resources and techniques;
- Working directly, as project-level architects, with investment sponsors and project managers to develop solutions that incorporate data reuse, that incorporate shared-component based solutions and that avoid redundant development;
- Participation in project milestone reviews to ensure project alignment with target architecture objectives;
- Participation in EX-300 IT budget request reviews to ensure that utilize existing solutions and avoid duplicate development within the portfolio;
- Propose innovative improvements that further the target architecture vision through EA portfolio recommendations; and
- Periodically review existing, legacy systems to assure that they continue to adequately meet current business requirements and that they represent a sustainable and manageable IT asset.

1.6. Transition Activity Matrix

The following table outlines the specific actions planned or underway for each major concept and investment and the status of each.

Target Architecture Layer	Initiative Name	Investment Status	Planned Deployment	EA Transition Activity Description	EA Transition Activity Status
Service Access Layer	One VA Contact Center-2006	Approved Budget -- Re-Baselined -- Project at Milestone-1	Near-Term 09/2008	1) Provide Project Architect to Support design teams 2) Provide EA Milestone Reviews and Ex-300 Budget Reviews 3) Assist with Socialization of Service Layer	1) Activity Underway 2) Activity Underway 3) Activity in planning

				(Web Interface) Standardization	
	VHA VistA Imaging-2006	Approved Budget -- Project at Milestone-3	Near-Term 09/2005	1) Assist with Socialization of Service Layer (Web Interface) Standardization	1) Activity in planning
	VA Web-Presentation Standardization	Planned Project in CIO Office (005N)	Near-Term 09/2008	3) Assist with Socialization of Service Layer (Web Interface) Standardization	1) Activity in planning
	VA Web-Content Management Standardization	Planned Project in CIO Office (005N)	Near-Term 09/2008	3) Assist with Socialization of Service Layer (Web Interface) Standardization	1) Activity in planning

Business Rule Implementation Layer	VHA Fee-Based Health Care Reimbursement	Approved Budget -- Project at Milestone-0	Near-Term 09/2005	1) Provide Project Architecture Support to design teams 2) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity in planning 2) Activity Underway
	VHA DSS-Modernization	Approved Budget -- Project at Milestone-0	Near-Term 09/2005	1) Provide Project Architecture Support to design teams 2) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity in planning 2) Activity Underway
	VistA Laboratory Information System	Approved Budget -- Project at Milestone-0	Mid-Term 09/2009	1) Provide Project Architecture Support to design teams 2) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity in planning 2) Activity Underway
	VA Payroll Replacement System - e-Payroll	Approved Budget -- Project at Milestone-0	Near-Term 12/2007	1) Provide Project Architecture Support to design teams 2) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity in planning 2) Activity Underway

VA/DoD Cooperative Separation Exam	Not in CIP Pre-Milestone 0	None Scheduled	1) Assist Sponsors in developing the projects IT support concept	1) Activity in planning
VA/DoD Health Collaboration	Not in CIP Pre Milestone-0	None Scheduled	1) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity Underway
VA/DoD Seamless Transition OIF/OEF Initiatives	Not in CIP Pre Milestone-0	None Scheduled	1) Assist Sponsors in developing the projects IT support concept	1) Activity in planning
DoD-DIMHRS Integration & VA Legacy System Remediation	Not in CIP Pre Milestone-0	Near-Term 12/2005	1) Provide Project Architecture Support to design teams 2) Provide EA Milestone Reviews and Ex-300 Budget Reviews 3) Assist PM in articulating remediation requirements for legacy applications	1) Activity Underway 2) Activity Underway 3) Activity Underway
VHA Medical and Prosthetic Research	Approved Budget -- Project at Milestone-1	Mid-Term 09/2009	1) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity Underway
VHA Pharmacy Re-Engineering and IT Support	Approved Budget	Near-Term 09/2007	1) Provide EA Milestone Reviews and	1) Activity Underway

	-- Project at Milestone-1		Ex-300 Budget Reviews	
VHA Appointment Scheduling Replacement	Approved Budget -- Project at Milestone-1	Near-Term 10/2006	1) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity Underway
VA e-Learning Management System	Approved Budget -- Project at Milestone-1	03/2007	1) Provide Project Architecture Support to design teams 2) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity in planning 2) Activity Underway
DoD/VA Electronic Record Export	Approved Budget -- Project at Milestone-2	xxxxxxx	1) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity Underway
VHA HealtheVet VistA-2006	Approved Budget -- Project at Milestone-2	09/2010	1) Provide Project Architecture Support to design teams 2) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity in planning 2) Activity Underway
VHA Third Party Collections	Approved Budget -- Project at Milestone-2	Unscheduled	1) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity Underway

Patient Financial Services System (PFSS)	Approved Budget -- Project at Milestone-2	09/2008	1) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity Underway
C&P Benefits Replacement System	Approved Budget -- Project at Milestone-2	01-13-2005	1) Provide Project Architecture Support to design teams 2) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity in planning 2) Activity Underway
The Education Expert System (TEES)	Approved Budget -- Project at Milestone-2	06-30-2007	1) Provide Project Architecture Support to design teams 2) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity in planning 2) Activity Underway
Loan Admin System Redesign	Approved Budget -- Project at Milestone-2	3/22/05, 5/5/05	1) Provide Project Architecture Support to design teams 2) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity in planning 2) Activity Underway
VA e-ERM Records Management Solution	Conceptual Initiative Pre-CIP	MID-Term 09/2009	1) Assist sponsor with Concept development	1) Activity Underway 2) Activity Underway

			2) Provide Project Architecture Support to design teams 3) Provide EA Milestone Reviews and Ex-300 Budget Reviews	3) Activity Underway
VA e-Authentication Solution	Conceptual Initiative Pre-CIP	MID-Term 09/2009	1) Assist sponsor with Concept development 2) Provide Project Architecture Support to design teams 3) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity in planning 2) Activity Underway 3) Activity Underway
CoreFLS-2006 replacement - FLIGHT ???	Approved Budget Re-Baseline Milestone-2	09/2008	1) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity Underway
VA e-Travel Solution-2006	Approved Budget -- Project at Milestone-3	09/2005	1) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity Underway

Enterprise Information Layer	VHA Clinical Data Standardization (HL7)	Approved Budget -- Project at Milestone-2	Ongoing	1) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity Underway
	CHDR - VA/DoD CDR-HDR interoperability	Approved Budget -- Project at Milestone-2	Ongoing	1) Provide EA Milestone Reviews and Ex-300 Budget Reviews 2) Assist with Adoption and Socialization of Enterprise Data Layer Concept	1) Activity Underway 2) Activity in Planning
	VHA Health Data Repository Development (HDR)	Approved Budget -- Project at Milestone-1	09/2009	1) Provide EA Milestone Reviews and Ex-300 Budget Reviews 2) Assist with Adoption and Socialization of Enterprise Data Layer Concept	1) Activity Underway 2) Activity in Planning
	One VA Eligibility and Registration-2006	Approved Budget -- Project at Milestone-1	09/2008	1) Assist sponsor with Concept development 2) Provide Project Architecture Support to design teams 3) Provide EA Milestone Reviews and Ex-300 Budget Reviews 4) Assist PM	1) Activity in planning 2) Activity Underway 3) Activity Underway 4) Activity underway

				with DIMHRS integration	
<p>Enterprise Data layer Concept with:</p> <p>--Identity Management Data Component;</p> <p>--Health Information Data Component</p> <p>--Financial & Logistics Data Component</p> <p>--Real Property & Material Management Data Component</p>	<p>EA driven Target Concept</p> <p>Not in CIP</p>	<p>Mid-Term</p> <p>09/2008</p>	<p>1) Lead the development of this Shared Data concept through the data Architecture Service, Working Groups, EAC and EIB</p> <p>2) Lead the socialization and adoption of this Shared Data Concept through Conferences, Briefings, Learning-Univers Courses and Panel Discussions</p>	<p>1) Activity underway</p> <p>2) Activity in planning</p>	

Platform Enablement Software Layer	Windows XP & Server 2003 Operating System Standardization Program	Initiative is not separately funded Not in CIP	09/2007	1) Provide Project Architecture Support to design teams	1) Activity in planning
	VA Enterprise Cyber Security Program - 2007	Approved Budget -- Project at Milestone-2	09-30-2009	1) Provide Project Architecture Support to design teams 2) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity underway 2) Activity underway
	IPV6 Network Upgrade Project	Pre Milestone-0 Project not in CIP	09/2008	1) Provide Project Architecture Support to design teams 2) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity underway 2) Activity underway

Shared Infrastructure Layer	VA Enterprise Telephony Agenda	Approved Budget -- Project at Milestone-0	09/07, 12/07	1) Provide Project Architecture Support to design teams 2) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity underway 2) Activity underway
	VA Standard COOP Solution Development	Approved Budget -- Project at Milestone-2	09/2009	1) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity underway
	VA Narrow-Band Radio Frequency Transition	Approved Budget -- Project at Milestone-3	12/2007	1) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity underway
	Telecom Modernization Project (TMP)	Approved Budget -- Project at Milestone-4	09/30/2005	1) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity underway
	Exchange Server Consolidation Program	???	???	1) Provide Project Architecture Support to design teams 2) Provide EA Milestone Reviews and Ex-300 Budget Reviews	1) Activity underway 2) Activity underway
	Regional Computing Initiative	???	???	1) Provide Project Architecture	1) Activity in planning

			Support to design teams 2) Provide EA Milestone Reviews and Ex-300 Budget Reviews 3) Assist with Adoption and Socialization of the Regional Computing Concept	2) Activity underway 3) Activity underway
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1.7. Transition Plan Change Management

The Transition Plan is revised periodically, between the annual Target Architecture publications, from sources such as:

- Changes in OMB guidance;
- Directives from the Chief Architect and the CIO;
- Resolutions or findings from the Enterprise Architecture Council;
- Initiation of new capital investments;
- Requests for service from business stakeholders;
- Completion of planned transition activities.

1.8. Project Descriptions

The following *Target Project Abstracts* section provides a descriptive summary for each of the IT development investments, within the portfolio, that contributes to the achieving the Target End-State.